# ARCS Foundation
## Recommended Vision, Mission, Values

| | Proposed |
|---|---|
| Recommended Vision | The US is the global leader in scientific and technological innovation.* |
| Mission - ON HOLD** | Suggestion: ARCS Foundation advances science and technology in the US by providing financial awards to outstanding scholars. |
| | Suggestion: ARCS Foundation advances US global competitiveness in science and technology by providing financial awards to outstanding scholars. |
| Recommended Values | Inclusivity: respecting all people and creating a welcoming environment. |
| | Collaboration: working together towards shared goals. |
| | Passion: dedication to our mission and supporting ARCS Scholars in their work. |
| | Adaptability: adjusting to new conditions and circumstances. |
| | Integrity: being honest and having strong moral principles. |
| | Volunteerism: honoring our active volunteers who help us achieve chapter goals. |
| | Stewardship: stewarding philanthropic commitments and valuing those who contribute to furthering our mission. |

*Tagline will remain: Advancing Science in America

**To be revised after Lawful Permanent Resident Task Force completes its work

| Category | Strategic Goal | Tasks | KPI (Key Performance Indicators) | FY24 Q1 | FY24 Q2 | FY24 Q3 | FY24 Q4 | FY25 Q1 | FY25 Q2 | FY25 Q3 | FY25 Q4 | Owner | Status FY24 | Status FY25 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Philanthropy | Develop financial sustainability to ensure ARCS continues to thrive and succeed into the future | Assess current fundraising activities | Completed assessment detailing areas of strength and challenge | ▓ | | | | | | | | Philanthropy Committee | | |
| | | Determine 3-year goals for funding operations and other funding needs | Voted on 3-year goals | | ▓ | | | | | | | Philanthropy Committee | | |
| | | Create a wide range of underwriting and sponsorship opportunities | List of sponsorship opportunities at $1k - $1M / List of programs to support | | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | Philanthropy Committee | | |
| | | Identify corporate and foundation grants that can be multi-year commitments | List of potential funders / Selection of up to 10 grants to apply for | | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | Philanthropy Committee | | |
| | | Assess National's state of readiness for a campaign | Completed feasibility study | | | | | | | ▓ | | Philanthropy Committee | | |
| | | Determine the need for paid staff/fundraising consultants | Completed assessment detailing areas not satisfactorily completed by volunteers | | | ▓ | | | | | | Executive Committee | | |
| | | Create a budget and recruitment plan for acquiring the needed staff/fundraising consultants | Completed budget / Completed recruitment plan | | | | ▓ | | | | | New Staffing / Volunteer Task Force | | |
| Governance | Structure and operate the Board to effectively and efficiently accomplish ARCS Foundation's goals | Determine the need for additional Board membership, sub-committees, and/or task forces around membership, Chapter support, scholar and alumni relations, and add Board positions as necessary | Appointed Task Force / Recommendations provided for needs | | ▓ | | | | | | | Executive Committee | | |
| | | Revisit the mission after the task force on lawful permanent residents concludes its work | Completed recommendation / Gain approval | | ▓ | | | | | | | Long Range Planning Committee | | |
| | | Structure full Board and Committee meetings to include time for generative discussions | New recommended structure for Board and Committee meetings / Rewrite Charters to include structure | | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | Executive Committee | | |
| | | Develop a plan to prepare for leadership succession and smoothly execute leadership transitions | Fully developed succession plan / Developed leadership evaluation | | | | ▓ | | ▓ | | | Committee Chairs | | |
| | | Develop a recruitment plan to ensure identification of Board members with diverse skills and identities | Developed recruitment plan / Conducted Board evaluation | | | | ▓ | | | | | Parlimentarian | | |
| | | Implement the Enterprise Risk Management Plan | Progress towards implementation goals achieved | ▓ | ▓ | | | | | | | Executive Committee | | |
| Infrastructure | Develop a robust and integrated infrastructure to meet ARCS Foundation's organizational scalability and growth goals | Document current Infrastructure – (eg: Information and Accounting systems, Policies & Procedures, etc.) | Completed documentation | ▓ | ▓ | | | | | | | IS Committee | | |
| | | Generate functional requirements that will support scalability and growth goals | Completed list of requirements | | | ▓ | | | | | | IS Committee | | |
| | | Identify, analyze and evaluate infrastructure architectures and best practices employed by "like" organizations. | Completed analyses | | | ▓ | | | | | | IS Committee/ASG | | |
| | | Develop a proposed infrastructure architecture | Completed infrastructure architecture | | | | ▓ | | | | | IS Committee | | |
| | | Develop an executable plan to fund, build and deploy the approved infrastructure architecture | Completion of plan | | | | | ▓ | | | | IS Committee | | |
| | | Implement the infrastructure plan | Progress towards implementation goals achieved | | | | | | | | ▓ | Board | | |
| **Marketing and Communications** | Expand awareness of ARCS Foundation's mission, impact, and opportunities | Evaluate the current communications methods' successes and areas of opportunity, and then assess their impact on ARCS | Completed assessments | | ▓ | | | | | | | Marketing and Communications Committee | | |
| | | Utilize current surveys to understand current communications needs of Chapters, members, scholars, and alumni | Completed needs assessment for each consituency | | | ▓ | | | | | | Evaluations Committee | | |
| | | Develop a communications plan for internal and external audiences | Completed plan for internal and external audiences | | | | ▓ | | | | | Marketing and Communications Committee | | |
| | | Determine staffing and/or volunteer needs based on plan | Recommended staffing and/or volunteer needs | | | | | ▓ | | | | Staff and Volunteer Task Force | | |
| | | Create communications opportunities to engage and promote scholars and alumni to showcase impact | Completed review of existing materials / Recommendations for additional communications | | | | | | ▓ | | | Marketing and Communications Committee | | |
| | | Determine how to best leverage scholar testimonials, stories, and achievements to demonstrate impact in all communications | Completed evaluation of scholar impact in communications materials | | | | | | ▓ | | | Marketing and Communications Committee | | |
| | | Benchmark with other membership-based national organizations to understand communications best practices between National and Chapters | Completed benchmarking | | | ▓ | | | | | | Evaluations Committee | | |
| | | Develop public relations plan for involving individuals and organizations outside of ARCS to promote its value | Completed public relations plan | | | | | | | ▓ | | Marketing and Communications Committee | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Membership** | Support Chapters in the acquisition and retention of a diverse and robust membership | Develop plan to help underperforming Chapters with financial and advisory support | Completed plan | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | Executive Committee | | |
| | | Identify and share "best practices" for membership recruitment, including a toolkit for Chapters | Reviewed and refined tools for Chapters' use | | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | Membership Committee | | |
| | | Identify another "Sputnik" to stimulate membership | List of ideas shared for consideration | | | █ | | | | | | Membership Committee | | |
| | | Determine opportunities to strengthen relationship between National and new members | Developed list of opportunities | | | | █ | | | | | Membership Committee | | |
| | | Investigate a new "National" category for membership | Appointed Task Force / Recommendations shared | | | | | █ | | | | Executive Committee | | |
| | | Develop thorough, robust evaluation criteria and actionable steps for the creation of new chapters | Developed plan and procedures | | | | | | █ | | | Membership Committee | | |
| | | Develop process for visiting and supporting Chapters and using COA as mentors | Developed process | | | | | | | | █ | Membership Committee | | |
| **Programs and Services** | Provide excellent programs and services to meet the needs of the Chapters, members, and scholars | Determine and prioritize Chapter, member, and scholar needs | Completed list of needs | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | Chapter Engagement Committee | | |
| | | Develop a compelling agenda for the AMC that attracts maximum participation from general membership | Completed agenda / Increased number of registrants for AMC | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | AMC Committee | | |
| | | Expand participation in the collaboration network and continue to develop strong leadership | Increased number of chapter members participating in CN / Developed plan to grow leadership | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | Chapter Engagement Committee | | |
| | | Enhance ARCS FORWARD to expand participation | Increased number of individuals signing up for ARCS FORWARD lectures | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ARCS FORWARD Committee | | |
| | | Expand networking and programming opportunities for ARCS Scholars and Scholar Alumni | Assessed current opportunities / Revised list of opportunities | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | ▒ | Chapter Engagement Committee | | |
| **Staff and Volunteers** | Define and implement an efficient and sustainable staff and volunteer model | Create a Staff and Volunteer Task Force | Task Force created | █ | | | | | | | | President/President-Elect | | |
| | | Define baseline National roles and responsibilities for paid staff and for volunteers | Completed assessment / Integrated results with financial plan | █ | █ | █ | | | | | | Staff and Volunteer Task Force | | |
| | | Identify staffing gaps with attention to streamlining and reducing redundancy and low value work | Completed needs assessment | █ | | | | | | | | Staff and Volunteer Task Force | | |
| | | Research models to address paid staff and volunteer needs | Identified comparable non-profits / Analysis completed | █ | █ | | | | | | | Staff and Volunteer Task Force | | |
| | | Identify the impact of National staffing changes on Chapters and determine plans for mitigation, where needed | Completed assessment | | | | | ▒ | ▒ | ▒ | ▒ | Staff and Volunteer Task Force | | |
| | | Develop training and onboarding procedures for new paid staff or volunteers | Scheduled and completed onboarding training sessions | | | | | ▒ | ▒ | ▒ | ▒ | Staff and Volunteer Task Force | | |
| | | Create job descriptions for new paid staff or volunteer positions | Developed job descriptions and procedure manuals | | | | | ▒ | ▒ | ▒ | ▒ | Staff and Volunteer Task Force | | |
| | | Determine next steps for relationship with ASG | Reassessment of ASG role | | | | █ | | | | | Staff and Volunteer Task Force | | |

**KEY**

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| Performance On Track |
| Performance Improving |
| Performance Behind |

| |
|---|
| ▒ Ongoing |
| █ Work Period |